

ARUBA



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OIF's to continue with OI effort

The world business environment as well as people's needs and wishes are undergoing constant changes. Organizations have had to develop methods of managing within those changes so as to maintain or achieve even more effectiveness.

Organization Improvement, or OI, as we know it here at Lago, is similar to efforts going on in many places in the Exxon circuit and in other companies all over the world. The goal is to improve the organization by opening up opportunities for employees to increase their productivity and teamwork to better respond to change. While the Management II workshops, held as part of OI during the last year, have been formally completed, Lago has named two Organization Improvement Facilitators (OIF's), Robby Arends from the Process Department and Marvin Dupersoy from the Mechanical Department, to help continue with the OI effort.

"The main role of the OIF's will be to "facilitate" OI at operating levels in those Departments and to further assist 2nd line Supervisors in follow-through on action plans coming out of the Management II workshops," said Bill Brenneman, Lago's Organizational Development (OD) Training Advisor.

According to Bill, one of the first jobs of the OIF's will be to take a lead role in conducting the First Line Supervisory Training later this year. "OIF's will also be following through with the First Line Training participants to assist them in on-the-job application of the skills developed through the training workshops."

To partly prepare themselves for these tasks, Robby and Marvin along with Jopie Croeze of Lago's Technical Department recently attended OI training seminars in Indianapolis, Indiana, and visited with employees filling similar roles at Exxon U.S.A.'s Baytown Refinery. Robby commented: "Baytown started implementing OI about four years ago, and has seen many improvements as a result. They have one OIC (in Baytown they are called OI Coordinators) in every division of the

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OIF's ta continua cu esfuerzo den MO

E ambiente mundial di negoshi y e deseo y necesidad di hende, ta cambia constantemente. Organizacionnan mester a desaroya cierto metodonan pa funciona dentro di e cambianan pa asina mantene of logra ainda mas efectividad.

Mehoracion di Organizacion, of MO (na ingles OI), manera e ta conoci aki na Lago, ta semehante na esfuerzonan ocurriendo na hopi lugar den circulo di Exxon y den otro companianan rond di mundo.

E meta ta pa mehora e organizacion, door di crea oportunidad pa empleado aumenta nan productividad y nan trahamento den grupo, pa asina tin un reaccion mas positivo en cuanto cambio.

Mientras cu e "workshop" di Management II, cu a wordo teni como parti di MO durante e anja cu a pasa, a termina, Lago a nombra dos persona pa Facilita Mejoracion di Organizacion (OIF's na ingles), Robby Arends di Process Department y Marvin Dupersoy di Mechanical Department, pa asisti den e continuacion di e esfuerzonan den MO.

"E meta primordial di OIF's lo ta di "facilita" MO na nivel di operacion den e Departamentonan concerni y pa sigi asisti 2nd Line Supervisors cu e plannan di accion cu a resulta di e workshopnan di Management II", Bill Brenneman, e Consehero di Entrenamento den Desaroyo di Organizacion (na ingles OD), a bisa.

Segun Bill, un di e promer trabowanan di OIF's lo ta di hunga un papel principal den conduci e First Line Supervisory Training mas laat den anja. "OIF's tambe lo sigi asisti e participantenan di e First Line Training

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Cavallaro succeeds Per Nord as Lago VP



Antonio Cavallaro
A Director and
Vice President
of Lago

Antonio Cavallaro, former Manager of Motoring Sales, Esso Italiana, recently arrived in Aruba to succeed Per Nord in the position of a Director and Vice President of Lago.

Mr. Cavallaro joined Exxon in 1960, and since then has held several positions in the refining function, including Manager of the SARPOM Refinery in Trecate, Manager of the Augusta Refinery and Retail Manager of Esso Italiana. On behalf of Lago, welcome to Mr. Cavallaro, his wife Marina and his children Marco, Lorenzo and Pietro.

Per Nord honored at farewell party



ARUBA ESSO NEWS

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On August 31, Lago management members attended a farewell party at the Esso Club in honor of the now Ex-Vice President Per Nord.

Amongst beautiful decorations and a buffet of delightful snacks, Lago President Gerry Golden highlighted Mr. Nord's contributions to the Company. Mr. Nord expressed his appreciation for all employees and recalled a few experiences from his 4-1/2 years at Lago.

Exxon Update

Bayway Refinery Capacity Reduced

Exxon U.S.A. announced recently it will reduce the refining capacity of the Bayway refinery, from 265,000 barrels a day to 100,000 B/D over the next year. A portion of the crude oil processing equipment will be shut down, while some of the reduced crude oil runs will be offset by increased production in the Company's Gulf Coast refineries.

Due to a continuing excess refining capacity, the Bayway Refinery had already been operating at reduced levels this year. The Bayway Refinery in Linden, New Jersey, is one of the five major refineries Exxon operates in the U.S.A.

850 Service Stations to Close

About 850 service stations in five states of the U.S.A. will be sold or shut down over the next year, involving sales of about 18,000 B/D of gasoline. Heating oil distribution will also be discontinued in the affected markets, causing the shutdown of about 80 heating oil distributors and the withdrawal of 5,000 B/D of distillates from those markets.

Goal is to Become More Effective

At this year's annual shareholder's meeting held in New York, Exxon Corporation Chairman Cliff C. Garvin Jr., commented on decisions as published above: "Over the past year, we have taken a number of steps to make us more competitive in the markets in which we participate. We are shutting down refinery capacity that is

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Ultimo Noticia di Exxon

Capacidad di Bayway Refinery ■ Wordo Reduci

Exxon U.S.A. recientemente ■ anuncia cu e lo reduci e capacidad di refinacion di Bayway Refinery, di 265,000 baril pa dia te cu 100,000 B/D den periodo di un anja. Un parti di e equipo pa procesa crudo lo wordo sera, mientras cu un parti di e reduccion den refinacion di crudo lo wordo compensa cu e produccion cu lo wordo aumenta den e refinerianan di Compania na Gulf Coast. Pa causa di un capacidad excesivo continuo di refinacion, Bayway Refinery ya tabata operando riba nivelnan reduci e anja aki. Bayway Refinery na Linden, New Jersey, ta un di e cinco refinerianan di mas grandi cu Exxon ta opera na Estados Unidos.

850 Stacion di Gasolin lo Sera

Mas o menos 850 stacion di gasolin den cinco estado di E.U. lo wordo bendi of sera den e siguiente anja, envolviendo venta di mas ■ menos 18,000 B/D di gasolin. Reparticion di zeta pa calefaccion tambe lo wordo descontinua den e mercadonan afecta, causando 80 distribuidor di zeta pa calefaccion pa sera y 5,000 B/D di productonan destila pa wordo kita for di e mercadonan ey.

E Meta ta pa Bira Mas Efectivo

Na e reunion anual pa accionista cu ■ tuma lugar e anja aki na New York, e Presidente di Exxon, Cliff C. Garvin Jr. a comenta riba decisionnan manera esnan cu a wordo publica aki riba: "Den e anja cu ■ pasa, nos ■ tuma algun medida pa nos por competi den e mercado

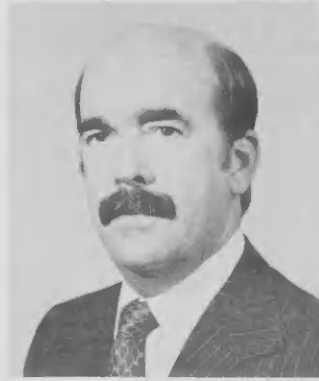
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Crenshaw, Esch joined Lago

In September, William A. Crenshaw replaced Claude Owen in the position of Security Administrator in the Industrial Security Department.

William was a former Assistant Security Administrator at Esso Inter America.

Donald D. Esch has succeeded Kenneth Brook as Division Superintendent of the Process Department's Oil Movements and Shipping Division. Prior to his current position, Donald was Head of the Coordination Department at the Bayway Refinery.



William Crenshaw
Security Administrator
Industrial Security
Department

Donald Esch
OM&S Division
Superintendent
Process Department



Promotions



Reuben Laclé
Area Supervisor
Mechanical Department

Hilton Hassell
Engineering Associate
Technical Department



Efraim Tromp
Shift Supervisor
Process Department



Edmund Dafe
Security Sergeant
Industrial Security
Department



OI Facilitators . . .

(cont. from page 1)

Process and Mechanical Departments and they have many other employees that have gone through the OIC training process. In Baytown we observed and participated in workshops, we reviewed the materials they use in training and learned how they set their goals and priorities. Baytown was a good experience; the OIC's got their training from Organizational Development experts and the organization was a good example of the OI effort."

Jopie who has seen improvements in his section coming from application of management skills covered in Management II, firmly believes that the OI effort will succeed at Lago.

"Once employees understand that an improved Lago is to their own benefit, I think they will be willing to get involved. With approaches like improving teamwork, employees can improve on the way they are doing their jobs, save time, create a better working environment, and receive more personal satisfaction, while improving the organization."

Marvin said that a very important ingredient in the OI effort is the involvement of employees. "Their ideas for improvement and their commitment to see results will make OI happen. The OI effort has to take place from top management level to the wage earner level and with concerted efforts and a willingness to adapt to change, improvements will definitely occur." Marvin also said that the OI effort is a continuing process, because "you constantly have to adapt to changing situations."

"I'm optimistic about the Lago OI effort", Robby stated, "in the first place, top management has attended the Management workshops and is committed to the effort. Secondly, I personally applied the skills I received through Management II and I saw improvements in cost control, behavior, skills and performance. I definitely see a purpose for training employees in management skills."

In other words, there is a lot for employees and Lago to gain from application of sound Organizational Improvement concepts. Having Organizational Improvement Facilitators working in the Departments is sure to make the change occur smoothly with the commitment of the people within the Company.

EDITOR'S NOTE: Due to circumstances, the "New Faces" feature could not appear in this month's issue, but will be continued next month.

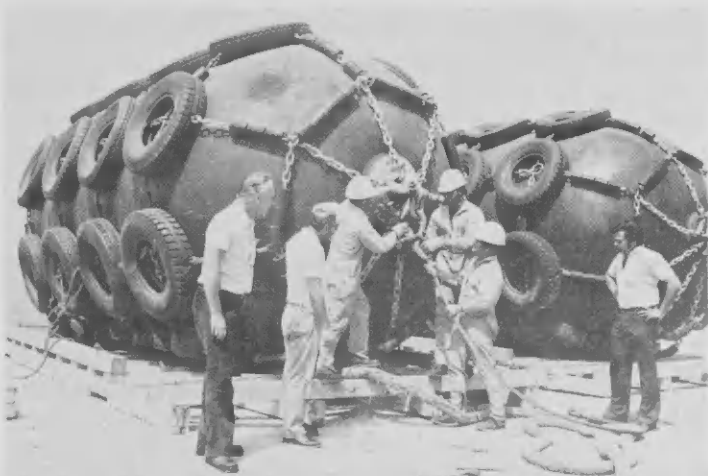
Lightering operations: a challenge

Joe van der Linde has qualified as Aruba's first lightering master

About five years ago, at a time when the demand for crude was high, and the reefberths were full with ships waiting for shore transshipment, lightering operations were initiated at Lago as an alternative.

"Lightering" refers to the transfer of crude at sea from one ship (usually a ULCC — Ultra Large Crude Carrier — or a VLCC — Very Large Crude Carrier) to another (usually an MST — Medium Size Tanker).

Lightering operations for all Exxon affiliates are handled by Esso Tankers Incorporated (ETI) in New York. ETI also customarily furnished Lago's lightering operations with their own lightering master, until a few months ago when Joe van der Linde, one of Lago's former docking masters, was tested by ETI and qualified to become Aruba's first lightering master. The lightering master is the one in charge of the complete lightering operation. "I considered it a challenge to qualify as a lightering master. Most lightering masters have had many more years of experience prior to becoming a lightering master than I have," said Joe, who has only been working at Process Department's Oil Movements and Shipping Division for the past seven years.



Prior to positioning the rubber fenders to the Medium Size Tanker, the fenders have to be inspected and wires attached to them. Above, from left to right, B. van Duin, P. Loefstop, E. Dubero, A. Ponson, E. Ridderstap and J. van der Linde.

"You have to have nerves of steel to remain calm under the difficult situations that can arise on sea. Joe was rated as one of Lago's best docking masters and was recommended by us to ETI to be tested. ETI sets very high standards for lightering masters," said Ken Brook, former Division Superintendent of the Oil Movements and Shipping Division.

Lightering operations at Lago usually start early in the morning at about 5:00 a.m. when the wind is calm. At that time Joe, along with Bert van Duin, who is being trained by Joe to become a lightering master, and six riggers, Pablo Loefstop, Everaldo Dubero, Arnold Ponson, Emi Ridderstap, Mike Vrolijk and Lucio Beaman, start placing all necessary materials, such as hoses and ropes, on board of the MST and the VLCC/ULCC. After the rubber fenders are positioned alongside the MST, Joe along with five riggers embark on that ship, while Bert with one rigger go on the VLCC/ULCC.

After Joe discusses the operation and reaches an under-

standing with the captain of the ship, the journey begins.

Lago's selected area for lightering is about 18 km west of Aruba, where the wind factor and the sea current minimize risks during transfer. After two hours of sailing from the San Nicolas Harbor, the vessels arrive at the selected area. Joe then directs the MST to about 1 beam (the width of a ship) parallel off the VLCC/ULCC, adjusts the speed to that vessel's and then, while both ships are moving, he directs the MST closer to the VLCC/ULCC until the fenders of the MST barely touch her. Once that climactic point is reached, wires are sent out to hold the MST along the VLCC/ULCC. When the MST is completely moored, the VLCC/ULCC slows down, heads into the current and then anchors. The riggers along with the other crewmembers connect the hoses, and the lightering master along with Bert complete a list of check-ups: they measure the crude, take watercuts (measurement of the water on bottom of the tank) and crude temperature on the VLCC/ULCC, and measure the ballast and the slop and conduct a dry tank inspection of the MST. A complete safety inspection and an anti-pollution check is also conducted. During the transfer of the crude, which can take anywhere from 5 to 14 hours, depending on the quantity transferred, the lightering master constantly remains alert for any alterations in the weather and checks the wires and the overall behavior of the ships with the assistance of two riggers who remain on shift on a rotation basis.

Lightering operations, such as this, have taken place about 130 times at Lago in the past five years, with \pm 50,000,000 (fifty million) barrels of crude transferred. After all the crude has been transferred and final check-ups are made, the ships return to the San Nicolas Harbor, where the local crew goes ashore. The MST eventually proceeds to its next destination, while the VLCC/ULCC mostly remains anchored.

In the meanwhile, 24 hours or more have transpired. A full day of activity at sea. One must obviously enjoy challenge, excitement and hard work, in order to do this job well!



Before departing to the selected lightering area, hoses and other materials are delivered to the Medium Size Tanker in the San Nicolas Harbor.



Mientras cu e MST ta ancla ■ ■ ■ ULCC/VLCC, preparacion ta wordo haci pa conecta e hose-nan pa traslado di crudo.

Traslado di bapor grandi pa chiquito: un desafio

Joe van der Linde a qualifica como e promer "lightering master" Arubiano

Mas o menos cinco anja pasa, tempo cu e demanda pa crudo tabata halto, y e piernan tabata yen di barco wardando pa haci transborde riba tera, Lago ■ cuminza uza e sistema di transferencia directo (lightering) como un alternativa.

"Lightering" ta referi na e traslado di crudo riba laman grandi di un bapor (hopi biaha esaki ta un ULCC-Bapor di Carga Crudo Ultra Grandi of un VLCC-Bapor di Carga Crudo Hopi Grandi) pa otro (mayoria di vez esaki lo ta un MST-un Tanquero Mediano).

Lightering di tur afiliado di Exxon ta wordo trata pa Esso Tankers Incorporated (ETI) na New York. ETI tabata tin e custumber tambe di provee Lago cu nan mesun "lightering master" pa ■ operacion aki, te ora cu algun luna pasa Joe van der Linde, kende tabata un loads ■ Lago, ■ wordo proba pa ETI y a qualifica pa bira ■ di promer lightering master di Aruba. E lightering master ta esun encarga cu henter e operacion di transferencia directo di crudo. "Pami tabata un desafio pa qualifica como ■ lightering master. Mayoria di lightering masters tabata tin mas anja di experiencia cu ami tin promer cu nan ■ bira lightering masters," Joe, kende te awor aki a traha pa solamente siete anja den Oil Movements and Shipping Division di Process Department, a bisa.

"Bo mester tin bon control riba bo nervionan pa keda calmo bao di e situacionnan dificil cu bo por encontra riba laman. Joe ■ wordo considera di ta un di e mihor loadsnan di Lago, y nos ■ recomende na ETI pa wordo getest. ETI ta pone normanan hopi halto pa lightering masters," Ken Brook, e Superintendente anterior di Oil Movements and Shipping Division a bisa.

E operacion di traslado di crudo na Lago mas parti ta cuminza mainta trempan pa mas o menos 5:00 a.m. ora cu e biento ta calmo. Na e ora ey Joe hunto cu Bert van Duin, kende Joe ta entrena pa bira un lightering master tambe, y e seis "rigger"-nan (esnan cu ta equipa y arregla ■ bapor), Pablo Loefstop, Everaldo Dubero, Arnold Ponson, Emi Ridderstap, Mike Vrolijk y Lucio Beauman ta cuminza pone tur material necesario manera hose pa traslada crudo y cabuya, ■ bordo di e MST y e VLCC/ULCC.

Despues cu guardabarronan di rubber ■ wordo poni na banda di e MST, Joe hunto cu cinco rigger ta subi e

bapor ey, mientras cu Bert y un rigger ta bai riba e VLCC/ULCC. Despues cu Joe ta discuti e operacion y ta yega na un acuerdo cu e capitan di e barco, e viahe ta cuminza.

E area cu Lago tin selecta pa traslado ta 18 km pabow di Aruba, na unda e biento y e corriente di laman ta minimiza e risiconan durante transferencia.

Despues di navega pa dos ora for di haf di San Nicolas, e barconan ta yega na e area selecta. Joe ta dirigi e MST te ora cu e yega un beam (hanchura di un bapor) leuw na un banda di e VLCC/ULCC, e ta ahusta e speed na esun di e VLCC/ULCC y despues, mientras cu ambos barco ta move, e ta dirigi e MST cerca di e VLCC/ULCC te ora cu e guardabarronan ta mishi otro. Una vez cu ■ yega na e climax ey den e operacion di traslado, ta manda waya pa tene e MST na e VLCC/ULCC. Ora cu e MST ta completamente segura, e VLCC/ULCC ta baha velocidad y ta bai contra e corriente pa despues ancla. E riggernan hunto cu e otro miembronan di tripulacion ta conecta e slangnan, y e lightering master hunto cu Bert ta ehecuta un serie di examinacion: nan ta midi e crudo, e awa den tanki, y e temperatura di e crudo di e VLCC/ULCC, y nan ta midi e "ballast" y e "slop" y nan ta conduci un inspeccion di tanki bashi di e MST. Un inspeccion completo di seguridad y un di antipolucion tambe ta wordo haci.

Durante e traslado di crudo, cual por tuma entre 5 pa 14 ora, dependiendo di e cantidad traslada, e lightering master mester keda alerta constantemente pa cualquier alteracion den e tempo y ta check waya y ■ comportacion general di ■ bapornan cu e asistencia di dos rigger cu ta keda riba shift a base di rotacion.

Operacion di traslado, manera esun aki, a tuma lugar ± 130 biaha na Lago den ■ ultimo cinco anjanan, cu 50,000,000 (50 miyon) baril di crudo traslada.

Despues cu tur ■ crudo ■ wordo traslada, y e ultimo examinacionnan ■ wordo haci, e bapornan ta regresa haf di San Nicolas na unda e tripulacion local ta baha. E MST eventualmente ta continua pa su siguiente destino, mientras cu e VLCC/ULCC mas tanto ta keda ancla.

Mientras tanto, 24 ora of mas a transcurri. Henter un dia yen di actividad na laman. Pa haci e trabow aki bon, un hende mester por ta disfruta di desafio, excitacion y trabow duro!

17 countries participate in Fire Program

In September, the Fire Section of the Industrial Security Department conducted two Fire Training Programs for a total of 49 participants from 17 different countries.

The 40-hour course involved a basic but extensive training in multiple facets of fire fighting. All participants received ample experience in the extinguishment of actual fires, working alone and as a member of a team. They received instruction in the types and operation of various fire fighting equipment; the use of water, foam and dry chemicals in extinguishing fires; the use of self contained breathing apparatus (S.C.B.A.), and rescue of injured persons. Safety was also continuously emphasized during the training.

The first one-week course was conducted in English and included Exxon employees from Barbados, Bahamas, Bermuda, Haiti, Jamaica, Surinam, Nicaragua, Guatemala, Puerto Rico and Panama. Several members of Shell in Curaçao and of the Aruba Fire Department also attended. The second Fire Training Program for Exxon employees from Argentina, Chile, Colombia, El Salvador, Guatemala, Honduras and Nicaragua was conducted in Spanish.



Participants in the Fire Training Program held in September at the Lago Fire Training Ground, received ample training in the extinguishment of actual fires.

This is the second year Lago provided fire training to participants from overseas. "We have excellent facilities, good equipment and a good safety record here and word gets around. Last year we even had one participant from Thailand. We're getting more requests for training from overseas than time permits us to give right now", said Jacinto "Chin" Harms, Lago's Fire Chief and Coordinator of the Fire Training Program. Chin was assisted in the instruction by Pete Rasmijn, Fire Technician, and by Lago Volunteer Fire Brigade Captains, Ernie Williams, "Papie" Willems, Juan Kock and Errol Brown.

Bernhard Kalis, captain of the Aruba Lago Emergency Rescue Team (ALERT), and Henke Peters of the Dive Rescue Team also provided instruction in their respective areas.

All of Lago's senior professional and volunteer fire fighting personnel have advanced training in fire protection and many have taken additional courses in the U.S.A. Chin, for example, in his eight years as Fire Chief and Instructor, has visited Texas A&M and several other recognized institutions to gain knowledge on improvements in equipment and facilities.

"The idea is to return and incorporate pertinent improvements at Lago. That's why we now have such an excellent program with increasing requests for participation from abroad", Chin said.

Service Milestones



Feliciano Arends
30 years service



Nicolaas Quandt
30 years service



George Richardson
30 years service



Francisco Ruiz
30 years service



Antonio Schwengle
30 years service



Nilo Swaen
30 years service



Everett Karsten
25 years service



Eddy Thodé
25 years service

17 pais a participa den Programa di Candela

Na September, e Fire Section di Industrial Security Department a conduci dos Programa di Entrenamento di Candela pa un total di 49 participante di 17 diferente pais.

E curso di 40 ora aki ■ envolve un entrenamiento basico pero extensivo den diferente aspecto di combati candela. Tur participante a haya suficiente experiencia den paga candelanan di berdad, sea individualmente of den grupo. Nan a haya instruccion den e diferente clasen y operacion di e equiponan pa combati candela; e uzo di awa, scuma y quimiconan seco den pagamento di candela; ■ uzo di ■ aparato pa respiracion independiente (S.C.B.A.), y rescate di personanan herida. Seguridad tambe ■ wordo enfatisa continuamente durante e entrenamiento.

E promer curso di un siman a wordo conduci na Ingles y a inclui empleadonan di Exxon for di Barbados, Bahamas, Bermuda, Haiti, Jamaica, Suriname, Nicaragua, Guatemala, Puerto Rico y Panama. Diferente miembro di Shell na Corsow y di e Departamento di Candela di Aruba tambe a atende. E segundo Programa di Entrenamento di Candela pa empleadonan di Exxon for di Argentina, Chile, Colombia, El Salvador, Guatemala, Honduras y Nicaragua ■ wordo conduci ■■ Spanjo.

Esaki ta ■ di dos biaha cu Lago ta provee entrenamiento di candela pa participantenan di exterior. "Nos tin facilidadnan excelente, bon equipo y un bon record di seguridad y hendenan ta haya sa. Te hasta nos ■ haya un participante di Thailand anja pasa. Nos ta haya mas peticion for di exterior pa entrenamiento, cu lo cual tempo ta permiti nos pa duna actualmente", Jacinto "Chin" Harms, Fire Chief di Lago y Coordinador di e Programa di Entrenamento di Candela, ■ bisa. Pete Rasmijn, Fire Technician, y e capitannan di e Brigada Voluntario di Candela di Lago, Ernie Williams, "Papie" Willems, Juan Kock y Errol Brown, ■ asisti Chin den instruccion. Bernhard Kalis, capitán di e Aruba/Lago Team di Rescate ora di Emergencia (ALERT), y Henke Peters di ■ Team di Rescate den Awa, tambe ■ provee instruccion den nan respectivo areanan.

Tur senior profesional y voluntario di Lago cu ta combati candela a ricibi entrenamiento avanza den proteccion contra candela y hopi a sigi cursonan adicional den E.U.

Por ehempel, Chin, den su ocho anja como Fire Chief y Instructor, ■ bishita Texas A&M y varios otro institucion reconosi, pa gana conocimiento riba mehoracionnan den equipo y facilidadnan.

"E idea ta pa incorpora mehoracionnan significante ora bo regresa. Pesey awor aki nos tin un programa asina excelente cu un aumento den peticion for di exterior pa participa", Chin a bisa.



21 Mechanical and Project Engineers attended a 5-day Mechanical Engineering Design Training Course conducted by 3 ER&E instructors at Lago. The training covered such topics as materials selection considerations, pressure vessel/heat exchanger design, piping design and tankage.

Mehoracion di Organizacion . . .

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den nan aplicacion na trabow di e abilidadnan cu nan a desaroya via e workshop di entrenamiento."

Pa prepara nan mes parcialmente pa e trabow aki, Robby y Marvin hunto cu Jopie Croeze di Technical Department di Lago recientemente a atende seminario di entrenamiento di MO na Indianapolis, Indiana y a bishita empleado cu tin e mesun trabow na Baytown Refinery di Exxon U.S.A.

Robbie ■ comenta: "Baytown a cuminsa implementa MO mas o menos cuatro anja pasa, y a ripara hopi mehoracion como resultado di esey. Nan tin un OIC (na Baytown nan ta wordo yama Coordinador di MO) den tur division di e departamentonan Process y Mechanical y nan tin hopi otro empleado cu ■ participa den e proceso di entrenamiento di MO. Na Baytown nos a observa y participa den workshop, nos a revisa materialnan cu nan ta uza den entrenamiento y nos a sinja con nan ta coordina nan meta y prioridad. Baytown tabata un bon experiencia; OIC's a haya nan entrenamiento fe expertonan OD y e organizacion tabata un bon ehempel di e esfuerzonan di MO."

Jopie, kende a wak mehoracion den su seccion cu a resulta di e aplicacion di abilidad di gerencia cu a wordo cubri den Management II, ta kere firmemente cu e esfuerzonan pa MO lo tin bon resultado na Lago. "Una vez empleadonan compronde cu un mihor Lago ta beneficia nan mes, mi ta kere cu nan lo kier compromete nan mes mas. Cu e uzo di metodonan manera mehoracion di trabow den grupo, empleadonan por mehora nan manera di traha, spaar tempo, crea un mihor ambiente na trabow, y haya mas satisfaccion personal mientras cu e organizacion ta wordo mehora."

Marvin ■ bisa cu un ingrediente masha importante den MO ta e dedicacion di empleadonan." Nan ideanan pa mehoracion y nan empenjo pa wak resultado lo resulta den MO. E esfuerzonan di MO mester tuma lugar for di e nivel di mas halto di gerencia pa e nivel di empleado cubri pa contrato, y cu esfuerzonan di ambos banda y un actitud positivo tocante cambio, mehoracionnan definitivamente lo tuma lugar."

Marvin a bisa tambe cu MO lo ta un proceso continuo, pasobra "constantemente bo mester adapta na situacionnan cu ta cambia."

"Mi ta hopi optimista pa e esfuerzonan di MO na Lago," Robby a declara, "Na di promer lugar, gerencia a atende Management workshops y a compromete nan

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Exxon Update . . .

(cont. from page 2)

surplus to our needs, and upgrading the rest to increase our ability to produce high value products from poorer quality crudes. We are tightening up on controllable expenditures throughout the organization, and we are taking a hard and comprehensive look at all major projects, underway or planned, to make sure that we are justified in going ahead with them at a pace previously planned."

After Mr. Garvin explained the reasons for the discontinuation of Exxon's funding of the Colony Shale Oil Project, a billion dollar project in Colorado aimed at producing synthetic fuel out of shale, he made the following remarks:

"A point to keep in mind is that our goal in all these decisions is not to become less of a force in the world energy market but to become a more effective one. If the 100 years of Exxon's history have taught us anything, it is that change is inevitable and that sometimes it comes more rapidly than we would like. When it does, we have little choice but to adapt . . . to stay broadly on course but to recognize changing realities and opportunities . . ."

Cerrejon Coal Project Continues

On the bright side, the Cerrejon Coal Project, one of the largest projects under construction by Exxon, was recently given approval to proceed after an Esso Inter America reappraisal of the project status for Exxon Corporation. The Cerrejon coal mine, located in Colombia's northernmost province, La Guajira, is estimated to produce about 15 million tons of coal a year for 23 years. To get a sense of the size of this operation, it has been said that the Cerrejon coal mining is equivalent to digging a Panama Canal every 18 months.



Mas di 30 graduado di L.V.S. na 1952 a ricibi nan condecoracion di 30 anja di servicio, despues di un introduccion di Presidente Golden.

Mehoracion . . .

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mes cu e esfuerzo. Na di dos lugar, ami a aplica e abilidadnan cu mi a haya via Management II personalmente y mi a wak mehoracion den control di gastonan, conducta, abilidad y ehecucion di trabow. Definitivamente mi ta wak un proposito den entrena empleado den abilidadnan di gerencia."

Mihor bisa, empleadonan y Lago por beneficia hopi di e aplicacion di conceptonan solido di Mejoracion di Organizacion. Cu OIF's trahando den e Departamentonan e cambianan lo sosode suavemente cu e dedicacion di e hendenan den Compania.



A basic and advance Critical Path Method course was attended by over 30 Mechanical Department employees. The course, taught by a CPM consultant, included information on goal setting, planning, scheduling, monitoring, and reporting. Below: A 3-day Mechanical Engineering Computer Workshop was conducted by ER&E instructors for 11 Lago engineers. The workshop covered computer programs such as SIMPLEX, TABS and API.



Noticia di Exxon . . .

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cu nos ta participa. Nos ta limitando capacidadnan di refinaria cu ta di mas, nos ta mehorando motronan por completo pa aumenta nos abilidad di produci produccion cu valor mas halto fe crudo di menos calidad. Nos ta rebaha e gastonan cu nos tin control ariba den henter e organizacion y nos ta tuma bon nota di tur proyectonan principal, sea cu nan ta planea of ya kaba na caminda, pa sigura cu nos ta hustifica pa sigi padilanti cu nan segun plan."

Despues cu Sr. Garvin a splica e motibonan pakico Exxon a descontinua nan fundacion di e proyecto di Colony Shale Oil, un proyecto di biyones di dollar na Colorado cual tabatin como proposito e produccion di combustible syntetico for di "shale" (piedra cu ta contene mineral), ela haci e siguiente remarcanan:

"Mester tene na cuenta cu nos meta, den tur e decisionnan aki, no ta di bira debil den e mercado mundial di energia, pero di bira mas efectivo. Locual e 100 anja di historia di Exxon seguramente a sinja nos, ta cu cambio ta inevitabel y cu tin ora cambio ta sosode mas liher cu nos kier.

Ora cu e bin . . . nos mester adapta . . . keda mas tanto riba e caminda escogi pero tambe reconoce oportunidadnan y realidadnan cu ta cambia . . ."

Proyecto di Carbon na Cerrejon ta Continua

Un bon noticia ta, cu e proyecto di Carbon di Cerrejon, un di e proyectonan mas grandi di Exxon bao construcion, recientemente a haya aprobacion pa continua cu e proyecto, despues di un evaluacion di status di e proyecto cu Esso Inter-America a haci pa Exxon Corporation. Ta ser calcula cu e mina di Carbon Cerrejon, localiza den provincia mas pa nord di Colombia, La Guajira, lo produci 15 miyon tonelada di carbon pa 23 anja largo. Pa duna un idea di e magnitud di e operacion aki, a ser bisa cu e proceso di mina e carbon na Cerrejon ta equivalente na caba e Canal di Panama kada 18 luna.